

THE FOLLOWING DOCUMENTS  
ARE ATTACHED:  
(Please do not remove)

PAO 88-0128

PAO 88-0272

SUBJECT:

~~SECRET~~

## ROUTING AND RECORD SHEET

SUBJECT: (Optional) Proposed Talking Points for Discussion with New SIS Officers  
19 August 1988

FROM: William M. Baker *WMB*  
Director, Public Affairs

EXTENSION

NO.

PAO 88-0272

DATE

12 August 1988

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

ER

15 AUG 1988

*JL*

2.

3.

DCI

16 Aug 8/88

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4.

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PAO

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*B-801-1R*

Distribution:

Orig. - DCI

SECRET

25X1

1 - [redacted]

1 - D/PAO

1 - Jean *als*

1 - ER

1 - PAO Registry

25X1

1 - [redacted]

1 - PAO Ames

25X1

1 - [redacted] (Chrono)

25X1

RE: Discussion with New SIS Officers  
19 August 1988 3:00 p.m.  
DCI Conference Room

25X1

25X1

DCI/PAO/WMB [redacted]

STAT

12 August 1988

Distribution:

Orig. - DCI

1 - [redacted]

1 - D/PAO

1 - Jean *als*

1 - ER

1 - PAO Registry

1 - [redacted]

1 - PAO Ames

1 - [redacted] (Chrono)

1 - [redacted]

You are scheduled to meet with new members of the Senior Intelligence Service to present your ideas about leadership in the Agency and to discuss what you expect from the Senior Intelligence Service in helping accomplish your plans for the Agency.

25X1

You will meet with 23 new members of the Senior Intelligence Service before they begin a week-long training seminar [redacted] to examine the concept of executive leadership. In addition to their meetings with senior Agency management, participants will hear from several outside speakers, including John McMahon, former DDCI and now President of Lockheed Corporation, and Jon Wiant, Director of Intelligence Policy for the National Security Council.

The 20 men and three women in the group represent all the Directorates. They range in age from 36 to 59 years old, with a median age of 49. Their length of time in the Agency varies from 6 to 28 years. Their overseas service is also varied -- from no time overseas to 15 years abroad. Four of the 23 have a doctorate or law degree, 9 have master's degrees, 9 have bachelor's degrees, and one has no college degree.

I suggest you discuss leadership in general, the unique demands of leaders in CIA, and some of the leadership challenges we face at the Agency in the near future. I think the participants would especially be interested in your recent European trip as it can illuminate these issues, and they also may have questions for you.

Proposed talking points, a seminar agenda, and a list of participants are attached.

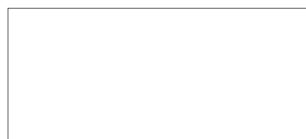
*/s/*  
Bill Baker

Attachments:

As stated

25X1

Regrade as UNCLASSIFIED  
when separated from attachment.



SECRET



*P-107-11*

PROPOSED TALKING POINTS  
BY  
WILLIAM H. WEBSTER  
DIRECTOR OF CENTRAL INTELLIGENCE  
BEFORE THE  
NEW SENIOR EXECUTIVES  
AUGUST 19, 1988

## INTRODUCTION

I UNDERSTAND THAT DURING THE COMING WEEK YOU WILL BE DISCUSSING EXECUTIVE LEADERSHIP. THIS AFTERNOON I WANT TO MAKE SOME OBSERVATIONS ABOUT THE IMPORTANCE OF LEADERSHIP, WHAT WE HAVE ACCOMPLISHED AT CIA WITH STRONG LEADERSHIP, AND WHAT LEADERSHIP CHALLENGES LIE BEFORE US IN THE NEAR FUTURE.

THE SUCCESS OF ANY ORGANIZATION DEPENDS ON STRONG LEADERSHIP. STRONG LEADERS, WHETHER THEY ARE IN GOVERNMENT OR IN THE PRIVATE SECTOR, SHARE SEVERAL TRAITS:

- 0 THE ABILITY TO ATTRACT AND KEEP TOP PEOPLE.
- 0 THE ABILITY TO MOTIVATE THOSE PEOPLE TO EXCEL.
- 0 THE ABILITY TO SET GOALS AND COMMUNICATE THOSE GOALS WITHIN THE ORGANIZATION.
- 0 THE ABILITY TO PROMOTE AND DEFEND THE PROFESSIONALISM OF THE ORGANIZATION.

THE NATURE OF OUR MISSION AT CIA REQUIRES OUR LEADERS TO POSSESS  
SEVERAL ADDITIONAL ABILITIES:

- 0 INTEGRITY -- A COMMITMENT TO BE ABSOLUTELY FAITHFUL  
TO THE LAW AND ABSOLUTELY TRUTHFUL TO THOSE IN GOVERNMENT  
WITH WHOM WE WORK.
- 0 EXTREMELY GOOD JUDGMENT -- TO PROTECT OUR EMPLOYEES,  
OUR SYSTEMS, AND OUR SOURCES FROM DISCLOSURE OR HARM.

STRONG LEADERSHIP HAS ALLOWED US TO ACCOMPLISH A GREAT DEAL AT CIA.

- 0 IT HAS HELPED DEVELOP OUR IMPRESSIVE REPUTATION FOR  
DEDICATION, OBJECTIVITY, AND EXPERTISE.
- 0 IN MY TRAVELS ABROAD, I HAVE RECEIVED MUCH PRAISE AND  
GRATITUDE FOR OUR WORK FROM FOREIGN HEADS OF STATE AND  
OTHER GOVERNMENT LEADERS.

(YOU MAY WISH TO CITE SPECIFIC EXAMPLES FROM YOUR RECENT NATO  
TRIP.)

WE FACE SOME CHALLENGES TO OUR LEADERSHIP IN THE COMING DAYS AND MONTHS.

- 0 BUDGET CONSTRAINTS -- WE ARE BEING ASKED TO DO MORE WITH LESS. ALTHOUGH I WILL NOT ALLOW ANY ACROSS-  
THE-BOARD REDUCTIONS IN THE AGENCY BUDGET, WE FACE SOME DIFFICULT DECISIONS AND CHOICES IN THE EFFORT TO KEEP VITAL PROGRAMS.
- 0 CONGRESSIONAL OVERSIGHT AND ACCOUNTABILITY -- THIS WILL REMAIN AN IMPORTANT DEMAND ON OUR TIME AND OUR RESOURCES, A DEMAND THAT WE MUST SATISFY AS COMPLETELY AND AS HONESTLY AS WE CAN.
- 0 LOGISTICS DEMANDS -- WE MUST MOVE INTO THE NEW HEADQUARTERS BUILDING, RENOVATE THE OLD, AND CONTINUE DEVELOPING THE RESTON COMPLEX, WHILE AT THE SAME TIME WE MUST MEET A GROWING NEED FOR OUR INTELLIGENCE -- ESPECIALLY IN SUCH AREAS AS TERRORISM, DRUG TRAFFICKING, AND COUNTERINTELLIGENCE.

CONCLUSION

I AM GLAD YOU HAVE THE OPPORTUNITY TO EXAMINE THE CONCEPT OF EXECUTIVE LEADERSHIP. I HAVE BEEN VERY IMPRESSED WITH THE HIGH QUALITY OF OUR PEOPLE AT CIA -- PEOPLE WHO ARE RISK TAKERS, BUT NOT RISK SEEKERS, AND WHO PLACE PUBLIC SERVICE ABOVE PRIVATE GAIN. PEOPLE SUCH AS THIS CALL FOR US TO MAINTAIN THE HIGHEST STANDARDS OF LEADERSHIP. .



8 April 1988

JUDGE:

RE: Discussion with New SIS Officers  
8 April 1988  
DCI Conference Room  
3:00-3:30

You are scheduled to welcome new members of the Senior Intelligence Service into the cadre of future leaders, to present some of your ideas about leadership in the Agency, and to discuss what is expected from members of the Senior Intelligence Service in helping to accomplish your plans for the Agency.

You will meet with 21 new members of the Senior Intelligence Service just before they participate in a week-long training seminar at Port Deposit, Maryland--the focus of the seminar is executive leadership. Specifically, the participants will be looking at effective and ineffective leadership. They will examine successful leaders to determine what made them successful. They will also look at leaders who got in trouble to see if and how they got back on track.

During the week, the participants will hear from two outside speakers: Mr. Cecil Marty, Vice-President Westinghouse; and Dr. Frank Nowak, Director of Post-College Professional Education, Carnegie-Mellon University. Mr. Marty and Dr. Nowak will address what it means to be a leader in their respective organizations.

An addition to the Executive Seminar is a presentation by three Agency annuitants. [redacted]

[redacted] Carroll Hauver, former Inspector General; and Edward Proctor, former Deputy Director for Intelligence; will talk to the participants about the critical issues facing the Agency today.

The 18 men and three women represent all the Directorates. They range in age from 35 to 58 years old--median age is 45. Their length of time in the Agency is also varied--from 3 to 24 years. Their overseas service varies from no time overseas to 15 years. Three of the 21 hold PhD's, five hold master's degrees, 12 have bachelors, and one has no college degree.



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The Office of Training and Education (OTE) states that its goals for the course are to provide the participants with access to senior officers in the Agency, to allow them to talk to senior officers in an informal way, and to meet each other and find out what is going on in other offices. Additionally, OTE hopes that the Executive Seminar will encourage the new SISers to begin to think globally about the Agency, to begin to appreciate the "big picture," and move beyond their individual contributions as experts in specific fields.

I suggest that you discuss leadership in general, make a reference to the new DS&T Career Development Assignment Program and the DI interest in finding appropriate rotational assignments, and conclude by mentioning the issues discussed at the Senior Manager Off-Site Conference and the issues you have been involved with since the off-site. The participants may also have questions for you.

STAT



*Bill* BILL Baker

Attachment:  
Proposed outline

PROPOSED OUTLINE  
BY  
WILLIAM H. WEBSTER  
DIRECTOR OF CENTRAL INTELLIGENCE  
BEFORE THE  
NEW SENIOR EXECUTIVES  
APRIL 8, 1988

INTRODUCTION:

I UNDERSTAND THAT DURING THE COMING WEEK YOU WILL BE DISCUSSING EXECUTIVE LEADERSHIP--THIS IS CERTAINLY AN IMPORTANT ISSUE BECAUSE IT IS PEOPLE, NOT SYSTEMS, THAT MAKE THE DIFFERENCE IN ANY ORGANIZATION AND THAT IS ESPECIALLY TRUE OF THIS ONE.

THE SUCCESS OF AN ORGANIZATION DEPENDS ON ITS LEADERSHIP.

- ABILITY TO ATTRACT AND KEEP TOP PEOPLE.
- ABILITY TO MOTIVATE PEOPLE.
- NEED TO HAVE SHARED GOALS THAT ARE CLEARLY DEFINED.
- NEED TO RECOGNIZE AND DEFEND THE PROFESSIONALISM OF THE ORGANIZATION.

SUCCESS DEPENDS ON BUILDING STRONG INTERNAL MANAGEMENT.

MANAGERS NEED TO:

- PROTECT THOSE WHO WORK FOR THE ORGANIZATION BY PROVIDING A CLEAR SENSE OF WHAT IS EXPECTED AND WHAT IS UNACCEPTABLE.
- RECOGNIZE AND REWARD TOP TALENT.
- ENCOURAGE PEOPLE TO SPEND SOME TIME WORKING OUTSIDE THEIR AREA OF EXPERTISE.

#### PROVIDING CAREER OPPORTUNITIES

LAST FEBRUARY AT EVAN HINEMAN'S STATE OF THE DIRECTORATE SPEECH. EVAN ANNOUNCED THE NEW CAREER DEVELOPMENT ASSIGNMENT PROGRAM DEVELOPED BY THE DS&T. THIS PROGRAM FOR GS 13-15 LEVEL OFFICERS ALLOWS EMPLOYEES TO DEVELOP SKILLS IN AREAS OUTSIDE THEIR FIELD OF EXPERTISE. THE PROGRAM OFFERS DS&T EMPLOYEES A ONE YEAR ROTATIONAL ASSIGNMENT OUTSIDE THEIR OWN OFFICE, BUT WITHIN THE DIRECTORATE.<sup>1</sup>

AND ONE OF THE GOALS FOR THE DIRECTORATE OF INTELLIGENCE IS TO INCREASE THE AVAILABILITY OF ROTATIONAL ASSIGNMENTS IN OTHER DIRECTORATES--ROTATIONALS, THAT WOULD BE VIEWED AS A BENEFIT TO ONE'S CAREER.<sup>2</sup>

#### ISSUES DISCUSSED AT OFF-SITE

SOME OF THE PERSONNEL ISSUES I'VE MENTIONED WERE AMONG THE ISSUES I DISCUSSED WITH THE SENIOR MANAGERS OF THE AGENCY AT OUR LAST OFF-SITE CONFERENCE. WE ALSO CONSIDERED:

- RESOURCES AND REQUIREMENTS: ARE WE TRYING TO DO TOO MUCH?
- EXECUTIVE MANAGEMENT: HOW DO WE INTEGRATE THE DIRECTORATES TO THINK AND ACT AS ONE AGENCY? HOW DO WE PREPARE PEOPLE FOR SENIOR MANAGEMENT POSITIONS?

FUNDS: HOW DO WE SAFEGUARD RESEARCH AND DEVELOPMENT  
FUNDS FROM BUDGET CUTS?<sup>3</sup>

CONCLUSION

SINCE THE OFF-SITE, I'VE TESTIFIED BEFORE CONGRESS ON THE  
48-HOUR NOTIFICATION ISSUE, THE INF TREATY, AND THE REORGANIZATION  
OF OUR COUNTERINTELLIGENCE FUNCTION, AND I'VE TRAVELED TO THE FAR  
EAST. I HAVE BEEN IMPRESSED WITH THE QUALITY OF OUR PEOPLE AND THE  
RESPECT FOR THE WORK WE DO.

(YOU MAY WISH TO ANSWER ANY QUESTIONS THE PARTICIPANTS MAY HAVE.)

#### FOOTNOTES

STAT

<sup>1</sup> A description of the DS&T Career Development Assignment program was provided by [redacted], Executive Assistant to the Deputy Director for Science and Technology. The Career Development Assignment Program was part of the DS&T State-of-the-Directorate address that Judge Webster heard on the morning of February 19, 1988.

<sup>2</sup> The reference to rotational assignments in the Directorate of Intelligence is taken from the 11 January 1988 memorandum "Directorate of Intelligence Goals for 1988."

<sup>3</sup> Themes for the Off-Site Conference were announced in the DCI staff meeting on 27 January.